



King County Office of

INFORMATION RESOURCE
MANAGEMENT

Project Review Board Governance Guide

Developed by Office of Information Resource Management
Version 1.1 –January 2006

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Governance Overview

The **Office of Information Resource Management** (OIRM) along with a **Chief Information Officer** position was established in December, 2000 with the adoption by the County Council of Ordinance #14005. The Office of Information Resource Management is chartered to ensure a common technology vision, planning and oversight of information technology management in the county. Its roles in carrying out this responsibility include:

- ◆ The development of an information technology strategic plan, with annual updates, to establish objectives for information technology investments in the County;
- ◆ Recommending funding for those information technology investments which best achieve the established objectives; and
- ◆ Developing guidelines for the management of information technology projects, and then monitoring project implementation to assure projects stay on track.

The duties of the office as outlined in Ordinance #14005 are included in Figure 1 at the end of this document.

The **Project Review Board** was established by Ordinance #14155 in July 2001; the full text of the ordinance is included in Figure 2 at the end of this document. It is chaired by the Chief Information Officer and includes the Budget Director, the Assistant County Executive, and the Director of the Department of Executive Services. When the Project Review Board convenes to review a project's status, this "core group" will be augmented by the project's sponsoring agency director. There may also be requests for additional individuals to participate such as the project management team and other business and technology management representatives may be asked to participate. An Executive Order was implemented in August 2003 that further clarifies the roles of departments related to technology governance and is included in Figure 3 at the end of this document.

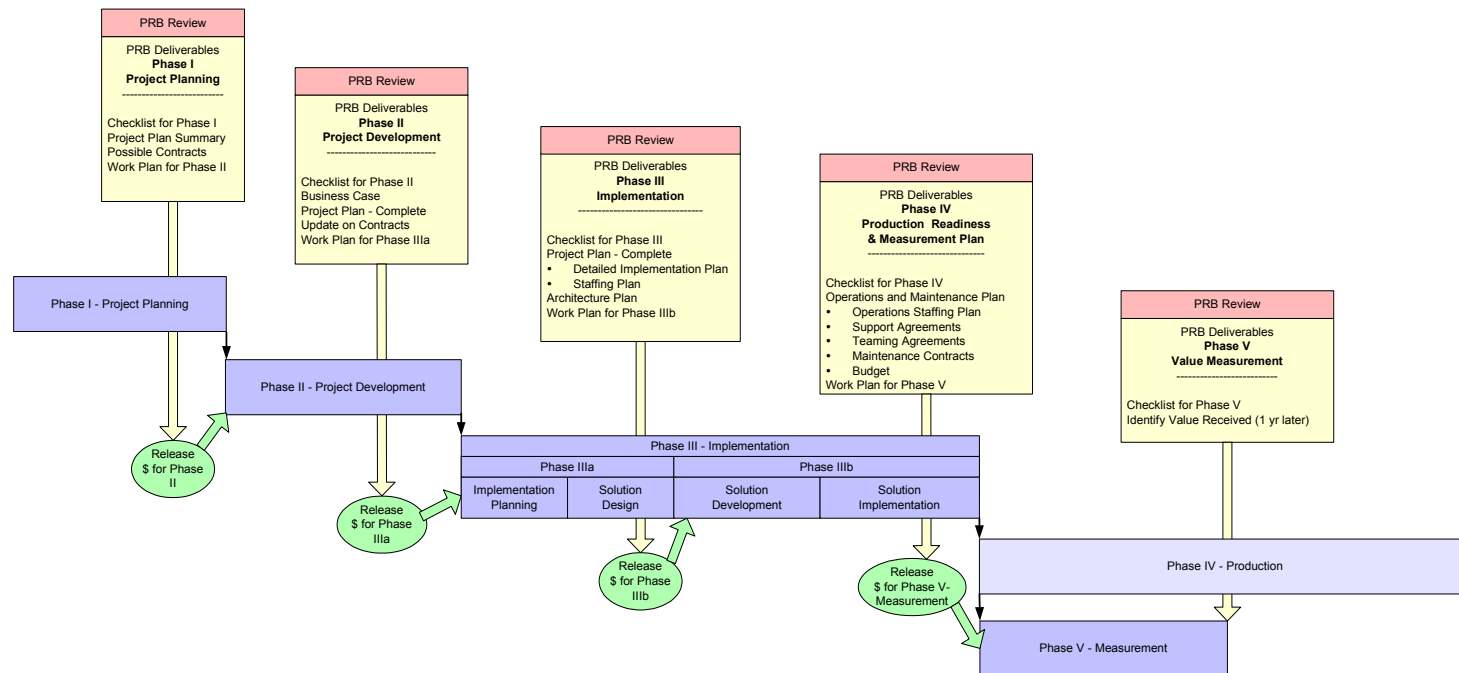
To meet the requirements of this legislation, all new and in-progress information technology projects will be asked to participate in periodic Project Review Board oversight meetings at key phases of the project and will be responsible for providing regular monthly monitoring reports. The remainder of this document provides further details related to these two responsibilities.

Project Review Board Process

The Project Review Board will convene as needed to review an information technology project's progress and to approve the release of funding so that the project can continue to completion. The process is detailed on the next page.



Project Review Board (PRB) Process



Triggers for calling for a Project Review Board meeting

Milestones of the project will generally be used to set the schedule for the Project Review Board meetings, keying off the project's progress for each phase and when the deliverables will be ready for review as well as the project's budget and when the project will need to have the next release of funds approved. In addition, the process for reviewing and providing oversight of information technology projects through the Project Review Board can be triggered by several different events:

- 1. The Office of Information Resource Management's Project Management Office may recommend to the CIO that a project be scheduled for review based on a review of the monthly monitoring reports.**
- 2. A Business Management Council representative may request a Project Review Board meeting.**
- 3. The CIO may call a meeting of the Project Review Board.**

Scheduling with the Project Review Board

The Office of Information Resource Management's Project Management Office will notify the project manager and the sponsoring agency's director of the decision to add agenda topics to the Project Review Board meetings. The Project Review Board meetings are scheduled monthly by the Office of Information Resource Management's Project Management Office, additional meetings are scheduled on an as needed basis.

Review phases and requirements for each review are outlined later in this document. The Project Manager Guide to PRB Reviews provides more details of the required materials for each phase of the project, including how the OIRM-Project Management Office will work with each project to align the project's milestones with the PRB process.

Possible Actions of the Project Review Board

The Project Review Board will take one of the following four possible actions when it meets.

- 1. Approve** – the project is approved to move to the next phase; funding is released for the next phase.
- 2. Request re-work** – the project is requested to provide additional materials or to re-work materials and schedule another Project Review Board meeting. Additional funding may or may not be released at this time.
- 3. Request quality management review.**
- 4. Suspend the project** – a project may be halted due to unexpected cost increases [for example, an RFP process yields proposals well in excess of the project budget]; lack of appropriate interagency agreements to move forward, budget cuts or other funding changes or issues, etc. Depending on circumstances, there may be an agreement on conditions to meet in order to re-start the project.

- 5. Terminate the project** – the project is not on track for a successful completion.

Review Phases and Requirements

The following is a summary step-by-step description of the phases, deliverables and releases required for a project in the Project Review Board process. The phases and required deliverables are described in more detail in the [Project Manager Guide to PRB Reviews](#).

Phase 1 – Project Planning

Initial planning of the project is done during Phase 1. It is typically conducted with non-project funds before the project team is formed and project activities begin.

The required deliverables for the Phase I Review are:

- 1. Checklist of Phase 1 Required Deliverables**

- List of the deliverables required for this PRB review, with check marks identifying the ones being submitted for review

- 2. Project Plan Summary**

- Document how the project will be managed, the project scope, the schedule, and the budget at a summary level

- 3. Possible Contract List**

- List of contracts the project may need to develop during the project

- 4. Work Plan for Phase 2 – Project Development**

- One page summary describing the work of the next phase, a detail schedule, and a detail budget

Funding Release for Phase 2

- If the project review is successful, the PRB will release the funds needed to conduct phase 2 of the project.

Phase 2 – Project Development

Phase 2 is *project* development, **not** product development or system development. This is typically when business issues and requirements are documented, and alternative solutions are analyzed and selected. Phase 2 is funded with the funds released by the PRB after the Phase 1 review.

The required deliverables for the Phase 2 Review are:

- 1. Checklist of Phase 2 Required Deliverables**

- List of the deliverables required for this PRB review, with check marks identifying the ones being submitted for review

- 2. Business Case**

- Describe the business reasons for the project, project objectives, its anticipated costs and benefits, and financial payback

3. Project Plan

- Document how the project will be managed, the scope, the schedule, and the budget

4. Updated Contract List

- Updated list and description of contracts the project will need to develop and existing contracts being used or will be used for project implementation

5. Work Plan for Phase 3a - Implementation Planning & Solution Design

- One page summary describing the work of the next phase, a detail schedule, and a detail budget

Funding Release for Phase 3a

- If the project review is successful, the PRB will release the funds needed to conduct phase 3a of the project – Implementation Planning and Solution Design.

Phase 3 – Implementation Plan

The PRB's Phase 3 review focuses on implementation planning which is done at the beginning of the project's third phase called Implementation (phase 3a). Phase 3a is typically when the project's implementation is planned in detail and the solution's design is developed. The work for Phase 3a is funded with the funds released by the PRB after the Phase 2I review.

The required deliverables for the Phase 3 Review are:

1. Checklist of Phase 3 Required Deliverables

- List of the deliverables required for this PRB review, with check marks identifying the ones being submitted for review

2. Project Plan

- Document how the project will be managed, the scope, the schedule, the budget, detailed implementation plan, and staffing plan

- Updated Project Plan**
- Detailed Implementation Plan**
- Staffing Plan**

3. Architecture Plan

- Document the applications, database, platform, network architecture and new technologies the project will utilize

4. Work Plan for Phase 3b - Solution Development and Implementation

- One page summary describing the work of the next phase, a detail schedule, and a detail budget

Funding Release for Phase 3b

- If the project review is successful, the PRB will release the funds needed to conduct phase 3b of the project – Solution Development and Solution Implementation.

Phase 4 – Production Readiness & Measurement Plan

The Phase 4 PRB Review covers work done in the second half of the project's Implementation phase (phase 3b). Phase 3b is when the solution is developed, tested, and implemented. Plans are developed for operations and maintenance of the production environment, and for how value derived from this project will be measured in the future. Phase 3b is funded with the funds released by the PRB after the Phase 3 PRB Review.

The required deliverables for the Phase 4 Review are:

1. Checklist of Phase 4 Required Deliverables

- List of the deliverables required for this PRB review, with check marks identifying the ones being submitted for review

2. Operations and Maintenance Plan

- Document the operational environment, operations staffing plan, support agreements for business and systems support, teaming agreements for cross-agency business support, maintenance contracts with vendors, and operations and maintenance budget

a. Operations Staffing Plan

b. Support Agreements

c. Teaming Agreements

d. Maintenance Contracts

e. Operations and Maintenance Budget

3. Work Plan for Phase 5 - Measurement

- One page summary describing the work of the next phase to develop quantitative measures and to measure value achieved by the project, a detail schedule, and a detail budget

Funding Release for Phase 5

- If the project review is successful, the PRB will release the funds needed to conduct phase 5 of the project – Value Measurement.

Phase 5 – Value Measurement

The Phase 5 PRB Review is when the value received from implementing the project's product or service is evaluated and compared to the anticipated value in the business case.

The required deliverables for the Phase 5 Review are:

1. Checklist of Phase 5 Required Deliverables

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- List of the deliverables required for this PRB review, with check marks identifying the ones being submitted for review

2. Value Received

- Document the value received after one year of operation from the product or service provided by the project as compared to the value expected in the business case

Monthly Monitoring through the Office of Information Resource Management

Project Monthly Monitoring

Projects will be monitored by the Office of Information Resource Management's Project Management Office. Project managers are required to complete a monthly monitoring checklist form with department director approval for each active information technology project. This is sent to the OIRM-Project Management Office the first working day of each month.

- **Project Status**

Requirements:

- A. Documentation of project progress, including changes to scope, schedule and budget issues
- B. Documentation of changes in risk and issues impacting the project

Requirements For Completing the Monthly Monitoring Checklist	Suggested Information Project Managers May Wish to Cover under the Requirement
Scope, Schedule & Budget	<ul style="list-style-type: none">▪ Brief description of changes to scope of project if changes impact schedule or budget.▪ Brief description of changes to schedule, if changes impact scope or budget. Provide new project end date, if changed.▪ Brief description of changes to budget, if changes impact scope or schedule. If project contingency is needed, the PRB needs to approve. Explain if additional appropriation is needed.▪ When project is complete, provide completion date on the schedule line.
Risks & Issues	<ul style="list-style-type: none">▪ Brief description of any priority outstanding issues or risks, if they have high likelihood of impacting the scope, schedule or budget of the project.

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Requirements For Completing the Monthly Monitoring Checklist	Suggested Information Project Managers May Wish to Cover under the Requirement
Financial Information	<ul style="list-style-type: none">▪ Life-to-Date Appropriated Budget - Including all appropriated funds (operating and capital and contingency▪ Life-to-Date Expenditures▪ Amounts Committed/Obligated▪ Budget Remaining on the Project - Appropriated Budget – Expenditures – Unused Contingency▪ Estimated Amount to Complete Project
Schedule Information	<ul style="list-style-type: none">▪ Approved start and complete date▪ Actual start and projected complete date

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2.16.075.G.OFFICE OF INFORMATION RESOURCE MANAGEMENT.

1. The duties of this office shall include, but not be limited to:
 - a. identifying and establishing short-range, mid-range and long-range objectives for information technology investments in the county;
 - b. preparing and recommending for council approval a county information technology strategic plan and annually updating the plan;
 - c. recommending business and technical information technology projects for funding as part of the county's strategic planning process;
 - d. recommending technical standards for the purchase, implementation and operation of computing hardware, software and networks as part of the county's strategic planning process;
 - e. recommending countywide policies and standards for privacy, security and protection of data integrity in technology infrastructure, electronic commerce and technology vendor relationships as part of the county's strategic planning process;
 - f. recommending information technology service delivery models for the information and telecommunications services division and the county's satellite information technology centers;
 - g. establishing a standard process for information technology project management, including requirements for project initiation and review, parameters for agency contracts with information technology vendors, and reporting requirements to facilitate monitoring of project implementation;
 - h. establishing criteria for determining which information technology projects will be monitored centrally;
 - j. releasing the funding for each phase of those projects subject to central oversight based on successful reporting and completion of milestones;
 - k. recommending budgetary changes in the funding of information technology projects to the executive and council, as appropriate;
 - l. recommending project termination, as appropriate;
 - m. conducting post-implementation information technology project review; and
 - n. reporting annually on information technology performance to the executive and the council.
2. The office of information resource management shall be directed and overseen by a chief information officer. The chief information officer shall report to the executive and shall advise all county elected officials, departments and divisions on technology planning and project implementation. (Ord. 14005 § 2, 2000; Ord. 11955 § 8, 1995). [Office of information resource management fund 4.08.298.]

2.16.0755 Office of information resource management – chief information officer. The office of information resource management shall be directed by a chief information officer (CIO). The CIO shall be appointed by the executive and confirmed by the council. The CIO shall report to the county executive and advise all branches of county government on technology issues. The CIO shall provide vision and coordination in technology management and investment across the county. The CIO shall attend regularly executive cabinet meetings as a non-voting member and advisor on technology implications of policy decisions. The CIO shall meet regularly with business managers for the assessor, council, prosecutor, superior court, district court and sheriff to advise on technology implications of policy decisions. The duties of the CIO also shall include the following:

- A. Overseeing the information technology strategic planning office and production of a county information technology strategic plan;
- B. Overseeing the central information technology project management office and monitoring of approved technology projects;
- C. Recommending business and technical information technology projects for funding;
- D. Recommending technical standards for the purchase, implementation and operation of computer hardware, software and networks;
- E. Recommending countywide policies and standards for privacy, security and protection of data integrity in technology infrastructure, electronic commerce and technology vendor relationships;
- F. Recommending information technology service delivery models for the information and telecommunications services division and the county's satellite information technology centers;
- G. Managing the internal service fund of the office of information resource management; and
- H. Providing annual performance review to the executive and council. (Ord. 14005 § 3, 2000).

2.16.0756 Office of information resource management – chief information officer – convening of information technology security steering committee. Within three months of his or her confirmation by the council, the chief information officer shall convene an information technology security steering committee to consider and make recommendations regarding issues of privacy and security relating to the use of technology. (Ord. 14005 § 5, 2000).

2.16.0757 Office of information resource management – information technology strategic planning office. The office of information resource management shall include an information technology strategic planning office ("strategic planning office"). The strategic planning office shall report directly to the chief information officer. The strategic planning office shall:

- A. Produce an information technology strategic plan with annual updates for annual council approval. The plan should include:
 1. A section that includes:
 - a. text describing, for individual planning issue areas, the current environment, strengths, weaknesses, opportunities and challenges, as appropriate;
 - b. a list of recommended objectives, with description as appropriate; and
 - c. a list of implementation steps intended to achieve these recommended objectives, with description as appropriate;
 2. A prioritized list of proposed business and technical information technology projects;
 3. Standards for the purchase, implementation and operation of computing hardware, software and networks;
 4. Policies and standards for privacy, security and protection of data integrity in technology infrastructure, electronic commerce and technology vendor relationships;
 5. Appendices supporting the recommendations with empirical data; and
 6. Strikeout and underlined revisions that retain the framework of the previous plan's structure when the plan is updated; and
- B. Support the work of countywide planning committees that coordinate business and technical needs for information technology investments. (Ord. 14005 § 4, 2000).

2.16.0758 Office of information resource management – central information technology project management office. The office of information resource management shall include a central information technology project management office ("project management office"). The project management office shall report directly to the chief information officer. The project management office shall:

- A. Develop criteria for determining which information technology projects should be subject to central monitoring by the project management office;
- B. Develop a process for information technology project initiation, including submittal of a business case analysis;
- C. Develop requirements for the components of the business case, such as, but not limited to, the linkage to program mission or business plan or cost-benefit analysis;
- D. Set parameters for acceptable conditions and terms of information technology vendor contracts with county agencies;
- E. Establish project implementation reporting requirements to facilitate central monitoring of projects;
- F. Review the information technology project initiation request, including business case analysis, to ensure that materials contain all required components, have substance and are backed by documentation;
- G. Monitor projects during implementation;
- H. Approve the disbursement of funding for projects that meet the criteria for project management as established in K.C.C. 2.16.0758A;
- I. Recommend budgetary changes to the executive and council as appropriate during each phase of project implementation;
- J. Recommend project termination to the executive and council as appropriate; and
- K. Conduct postimplementation review documenting strengths and weaknesses of the implementation process and the delivery, or lack thereof, of either cost savings or increased functionality, or both. (Ord. 14005 § 6, 2000).

Figure 1 -- King County Code Enabling OIRM

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Ordinance 14155

AN ORDINANCE creating the strategic advisory council, the business management council, the technology management board and the project review board.

PREAMBLE:

Based on the findings of the 2000 King County technology peer review panel as well as the 1999 management audit of information technology planning, development and implementation processes, the interests of the citizens of King County are best served by establishing a strong technology governance structure.

This structure, due to the nature of information technology objectives in the county, where some information technology needs are unique to individual agencies, others are shared by clusters of agencies, and still others have significance across the county, requires both a pan-governmental component to develop and propose objectives for information technology and a central component to clarify and coordinate these objectives. Both bodies must consider means of implementing these objectives once established.

Ordinance 14005, adopted by the council in 2000, took the first step in establishing such a structure by creating the central governance component, now known as the office of information resource management. Under the direction of the county's chief information officer, this office must develop an information technology strategic plan, with annual updates, which establishes objectives for information technology across the county. Further, the office must recommend for funding those information technology investment proposals which best achieve the established objectives. Ordinance 14005 also repealed the data processing policy review committee, originally created under Ordinance 1471 in 1972, and the data processing policy oversight committee, pan-governmental organizations which had not been active for some time. This left the need for a pan-governmental component of information technology unaddressed.

The purpose of this ordinance is to establish a pan-governmental organization to consider and make recommendations regarding the information technology needs of the various departments and branches in King County. The advisory committees described in this ordinance will advise the Office of Information Resource Management as it performs the duties described in K.C.C. 2.16.075.G.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

NEW SECTION. SECTION 1. Definitions.

- A. Annual technology report: a report of the status of technology projects as of the end of the prior year pursuant to K.C.C. chapter 2.16.0755.
- B. Integration: technical components and business philosophies that bring together diverse applications from inside and outside the organization, to streamline and integrate business processes within an organization and with outside partners.
- C. Interoperability: the ability of two or more hardware devices or two or more software routines to work together.
- D. Long-term: a planning horizon of over three years out.
- E. Mid-term: a planning horizon of two to three years.
- F. Short-term: a planning horizon of one to two years.
- G. Strategic: Likely to be more than three years out; necessary for achieving the planned effect desired.
- H. Information technology strategic plan: a report that provides a vision and coordination of technology management and investment across the county pursuant to K.C.C chapter 2.16.0757.A.
- I. Technology business plan: an annual plan for the next year's technology operations and proposed projects; intended to align with individual agency's business plans and budget requests and the countywide standards and policies and direction as set forth in the strategic information technology plan.

NEW SECTION. SECTION 2. Strategic advisory council. A. The strategic advisory council is hereby created. The council shall act in an advisory capacity to the county's chief information officer in developing long-term strategic objectives for information technology deployment countywide. The members shall be: the King County executive, two representatives of the King County council's choosing, the King County sheriff, the King County prosecuting attorney, the King County assessor, the King County chief information officer, the presiding judge of the King County superior court, the presiding judge of the King County district courts, an external advisor from the private sector to be selected by the chair and the chief information officer, and an external advisor from the public sector to be selected by the chair and the chief information officer.

B. The strategic advisory council shall:

- 1. Develop and recommend strategic objectives for information technology deployment countywide;
- 2. Review business application proposals for their alignment with adopted strategic objectives;
- 3. Review technology program proposals for their alignment with adopted strategic objectives; and
- 4. Review and endorse the information technology strategic plan and all updates to it.

C. The King County executive shall serve as the chair of the strategic advisory council.

D. Formal votes shall be taken and recorded on all recommendations and endorsements.

E. Members of the strategic advisory council shall serve without compensation.

NEW SECTION. SECTION 3. Business management council. A. The business management council is hereby created. The council shall act in an advisory capacity to the county's chief information officer in developing short-term, mid-term and strategic business objectives for information technology at the agency level and in recommending business application proposals for funding. The members shall be: the King County chief information officer, the King County deputy executive, and agency deputy directors or business managers chosen by each agency's director and familiar with that agency's business and operations.

B. The business management council shall:

- 1. Review business application proposals made by individual members, groups of members, or ad hoc committees.

2. Assess short-term, mid-term and strategic value of business application proposals;

- 3. Assess short-term, mid-term and strategic impact and risk of business application proposals;

4. Assess alignment of business application proposals with adopted strategic objectives;

- 5. Identify sponsorship for business application proposals;

- 6. Recommend business application proposals for funding and for inclusion in the technology business plan and the information technology strategic plan;

- 7. Review and endorse the technology business plan; and

- 8. Review operations management issues as needed.

C. The King County chief information officer shall serve as the chair of the business management council.

D. The business management council may convene such additional ad hoc committees as are determined to be necessary by the business management council to focus on specific topics or to address the needs of a logical group of agencies. These committees shall review topics and report findings to the business management council.

E. Formal votes shall be taken and recorded on all recommendations and endorsements.

Members of the business management council shall serve without compensation.

Figure 2 - Governance Legislation
[Continued on next page]

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NEW SECTION. SECTION 4. Technology management board. A. The technology management board is hereby created. The board shall act in an advisory capacity to the county's chief information officer on technical issues including policies and standards for privacy and security, applications, infrastructure and data management. The members shall be: the King County chief information officer and agency information technology directors or managers chosen by each agency's director and familiar with that agency's technology needs and operations.

B. The technology management board shall:

1. Review the strategic objectives recommended by the strategic advisory council and assess the ability of the technology infrastructure to support them;
2. Review the business objectives and business application proposals recommended by the business management council and assess the ability of the technology infrastructure to support them;
3. Develop technology program proposals which support the strategic and business objectives of the county;
4. Develop technology program proposals which promote the efficient operation and management of technology infrastructure, applications and data;
5. Recommend technology program proposals for funding and for inclusion in the technology business plan and the information technology strategic plan;
6. Develop and recommend the King County annual technology report; and
7. Develop and recommend standards, policies and procedures for infrastructure, applications deployment, data management and privacy and security.

C. The King County chief information officer shall serve as the chair of the technology management board.

D. The chief information officer shall establish the following teams with chairs to be selected by the chief information officer to assist the board in carrying out its duties:

1. Privacy and security team. The privacy and security team shall review and recommend additions and revisions to the county's policies and standards on privacy, security and protection of data integrity in technology infrastructure, electronic commerce and technology vendor relationships. The privacy and security team shall recommend changes and improvements to the technology management board;
2. Application and data team. The application portfolio team shall review the county's applications and data inventory, policies, standards and investments and recommend changes and improvements to the technology management board;
3. Infrastructure team. The infrastructure team shall review the county's infrastructure inventory, policies, standards, and investments and recommend changes and improvements to the technology management board; and
4. Finance and budget team. The finance and budget team shall review budgets and cost benefit analyses related to all technology program funding requests and recommend these requests or changes to these requests to the technology management board.

E. The technology management board may convene such additional ad hoc committees as are determined to be necessary by the technology management board to focus on specific topics or issues. These committees shall review topics and report back findings to the technology management board.

F. Formal votes shall be taken and recorded on all recommendations and endorsements.

G. Members of the technology management board shall serve without compensation.

NEW SECTION. SECTION 5. Project review board. A. The project review board is hereby created. The board shall act in an advisory capacity to the county's chief information officer in implementing the project management guidelines developed by the central information technology project management office as described in K.C.C. 2.16.0758A-E. As appropriate, the board also may assume the project oversight role assigned to the project management office under K.C.C. 2.16.0758F-K. The members shall be: the King County chief information officer, the assistant deputy county executive, the budget director and the director of the department of information and administrative services.

B. The King County chief information officer shall serve as the chair of the project review board.

C. Ad hoc project review teams may be convened as determined to be necessary by the project review board to focus on specific projects. Each ad hoc project review team will include the project's sponsoring agency director. These teams shall report back findings to the board.

D. Formal votes shall be taken and recorded on all recommendations and endorsements.

E. Members of the project review board shall serve without compensation.

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Figure 2 - Governance Legislation

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Title: Delegation of Oversight of Information Technology (IT) Management

Document Code No.: INF 8-8(AEO)

Department/Issuing Agency: Office of Information Resource Management (OIRM)

Effective Date: August 29, 2003

Approved: /s/ Ron Sims

Type of Action: New

WHEREAS, to ensure that quality results are achieved in an efficient manner from investments in information technology, and

WHEREAS, the interests of the citizens of King County are best served by establishing clear roles and responsibilities, and

WHEREAS, to provide an appropriate and practical balance between the responsibilities of departments, divisions, agencies, and programs within County government to deliver services and meet business objectives and the need to ensure quality results, and

WHEREAS, it is important for business needs to drive information technology solutions and be documented clearly by county departments in a business case that justifies investment in information technology, and

WHEREAS, to identify corrective actions at early signs of project budget, scope, and/or schedule slippage to avoid wasting County resources;

NOW, THEREFORE, I, Ron Sims, King County Executive do hereby delegate to the Chief Information Officer the authority to provide centralized oversight of information technology management for all County agencies as follows:

1. All departments, divisions, agencies, and programs within County government are hereby directed to:
 - a. Create and maintain technology plans that align to and meet their business goals and objectives and align to the King County Strategic Technology Plan, and
 - b. Plan, develop, and implement technology solutions and manage operations of technology solutions in a manner consistent with their technology and business plans, and
 - c. Provide funding for an appropriate amount of project contingency in the project's budget, and
 - d. Establish an appropriate project governance structure to provide steering and leadership for internal project management oversight, and
 - e. Develop selection criteria for technology procurements that demonstrate due diligence in meeting standards established through the technology governance, and
 - f. Provide assurance that identified technology solutions meet stated business goals and objectives.
2. The Chief Information Officer will ensure that all departments, divisions, agencies, and programs within County government are performing the roles in the previous section, have created and maintained documented technology plans, and are in compliance with standards established through the technology governance through the following:
 - a. Approving funding releases for information technology projects that are subject to central monitoring, and
 - b. Approving the use of project contingency based on project plans and justifications provided by the project, and
 - c. Approving information technology initiatives that align to and support technology plans as part of the executive's annual budget process, with approved initiatives forwarded to the Executive for final decision-making, and

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- d. Directing quality assurance reviews and project audits on information technology projects on an as-needed basis with funding for this activity expected to come from project contingency budgets, and
- e. Identifying corrective action plans and checkpoints to be worked in cooperation with department, division, agency or program management to keep information technology projects on a track for successful completion, and
- f. In the event a corrective action plan does not meet stated objectives, convening the Project Review Board as the forum for the responsible department to discuss the state of the project prior to any decision made by the CIO, and
- g. Directing the suspension or general shutdown of projects having difficulties in resolving issues related to scope, schedule and budget.

Dated this 29 day of August, 2003.

/s/ Ron Sims, King County Executive

ATTEST:

/s/ Jim Buck, Interim Director

King County Records, Elections, and Licensing

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Figure 3 -- Executive Order

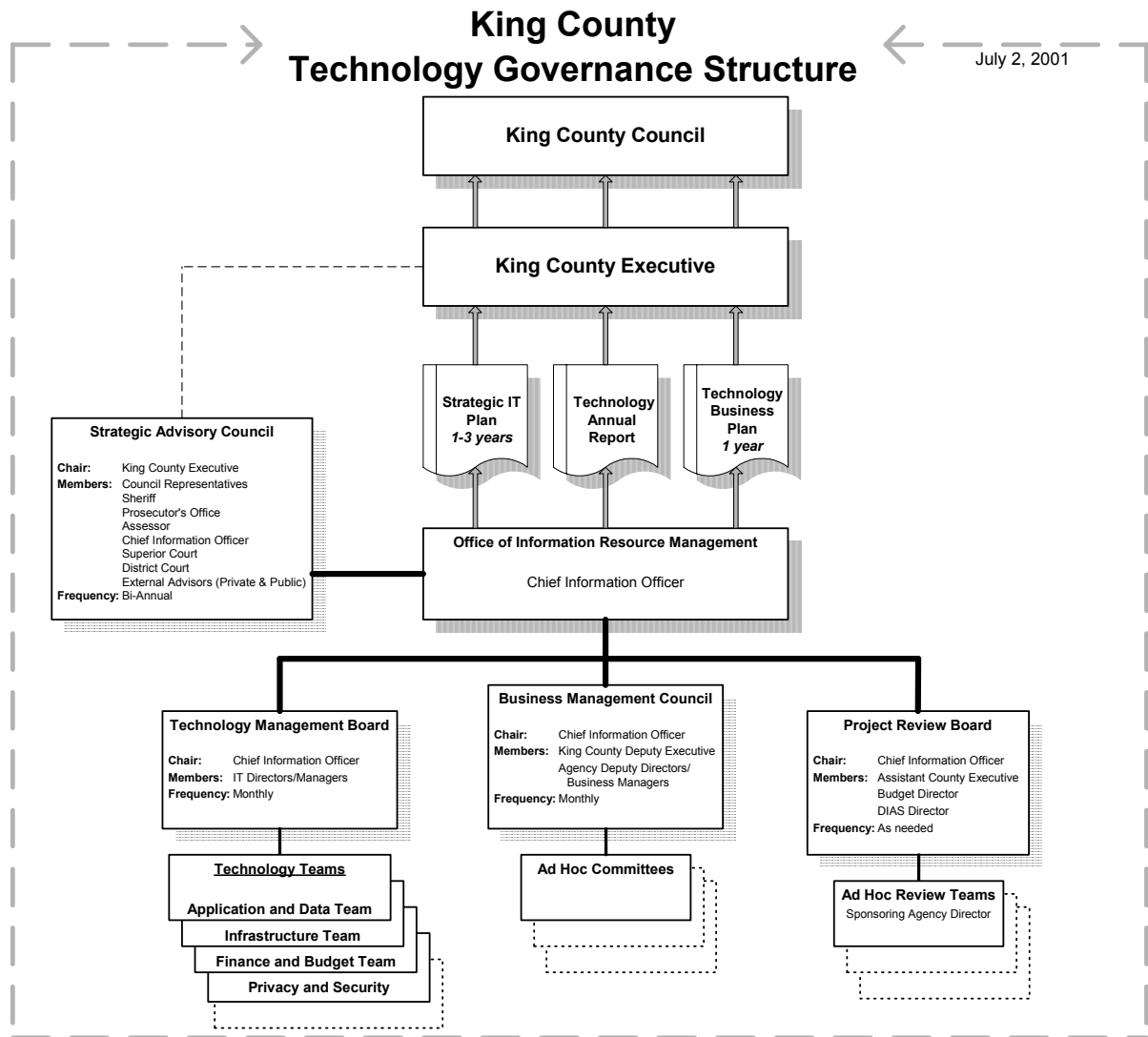


Figure 4 - Governance Structure Diagram